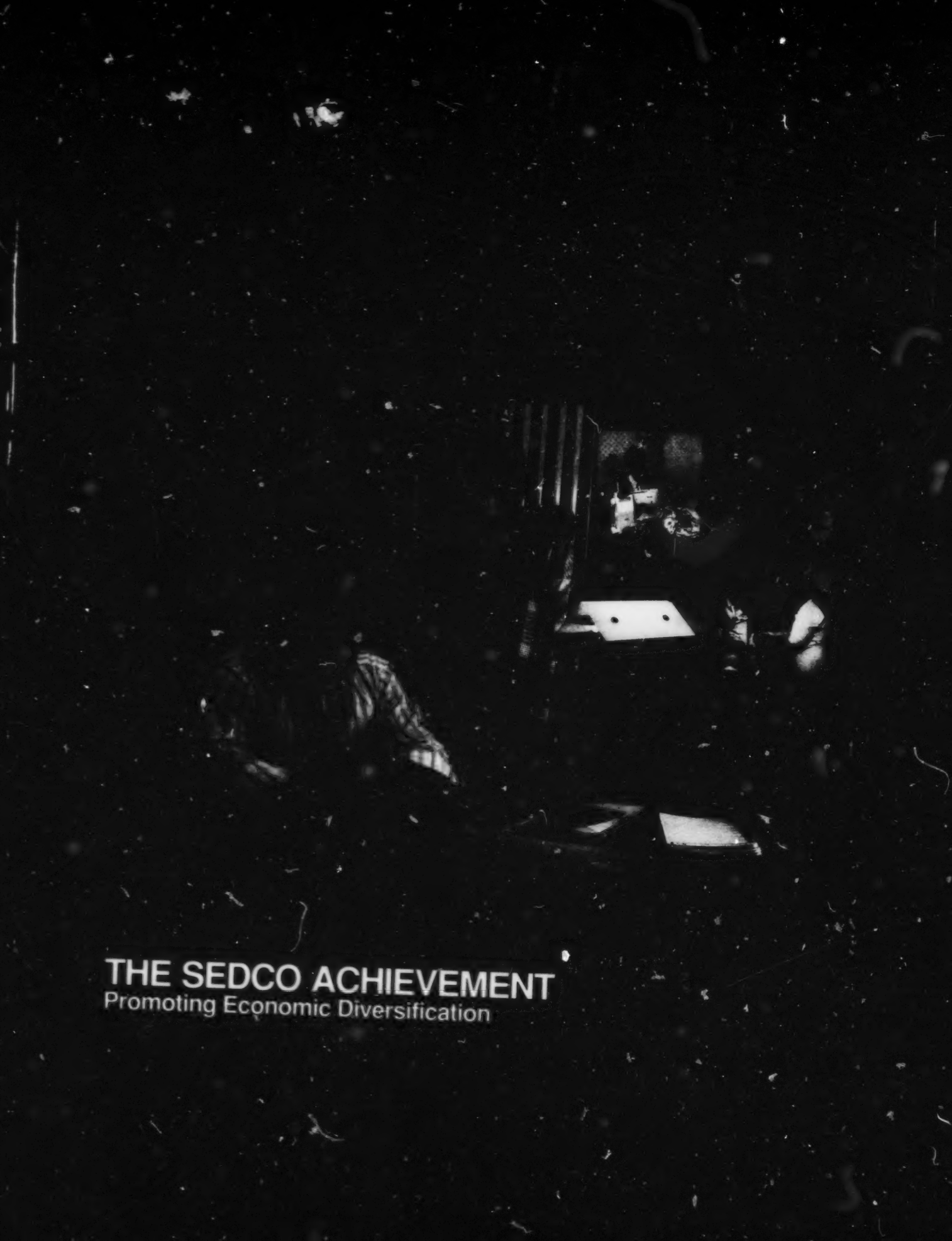


# THE SEDCO ACHIEVEMENT

## Promoting Economic Diversification

For more than a quarter century SEDCO has provided innovative financial and property services to Saskatchewan entrepreneurs representing new or expanding businesses, large and small, in every part of the province.

SEDCO's programs have been a major factor in working toward the transformation of Saskatchewan from a predominantly agricultural based economy to a significant force in the national and international market places.

Ongoing consultation by government with the business community has resulted in the development and production of an ever increasing range of financial programs to meet the changing needs of business and industry.

More recently, the corporation has initiated programs which stress participation at the community level. Working together and backed by SEDCO, members of the community make decisions affecting the delivery of financial services to entrepreneurs in their area.

The combination of business people and the SEDCO people and programs has resulted in sustainable economic development through a client success ratio ranging from 85 to 90 per cent.

This booklet provides a brief, general outline of SEDCO and its programs. It also tells just a few of the thousands of business success stories in which SEDCO has been involved. They are the stories of businesses large and small that have provided opportunities, jobs and a brighter future for the communities and people of Saskatchewan.

Hon. Rick Swenson
Minister Responsible

91-02263/

# SEDCO: The Corporation and it's Mandate

## A Catalyst For Development

SEDCO's mandate throughout its busy 25-year history has been to provide financial and property assistance to the province's entrepreneurs. By enabling them to develop their businesses, create jobs and contribute to economic diversification, SEDCO has served as a catalyst for development.

In 1963, the Government of Saskatchewan passed the Industrial Development Act that created SEDCO, a provincial Crown corporation. The Act also established the Corporation's original mandate: to encourage the development of industry, particularly manufacturing industry, in Saskatchewan.

For the 1990s, SEDCO's mandate has been broadened. Today, the Corporation provides a wide range of financial and property services to viable Saskatchewan companies. Its purpose is to promote and facilitate economic development and diversification. Because small businesses provide more new jobs than any other sector of the provincial economy, SEDCO emphasizes service to small business.

## Services and Programs

SEDCO services and programs are flexible. They can be arranged in various combinations to accommodate the variety of complex financial and property needs of each individual client – situations which sometimes prevent other institutions from accepting the project.

## Financial Services

### Term Loans

- Long term – up to 20 years for new construction or the purchase of an existing facility.
- Shorter term – to finance the purchase of machinery, equipment or new technology.

### Loan Guarantees

- SEDCO guarantees a loan from other lenders, allowing customers extended credit.

### Working Capital Loans

- SEDCO will provide funds, on a demand loan basis, to be used for working capital only.

### Youth Entrepreneur Program

- For entrepreneurs 18 to 30 years of age who are starting permanent businesses in Saskatchewan.

### Retail Operating Loans

- To provide additional operating capital for inventory and other eligible project costs.

### Participating Loans

- Additional funds for new and existing businesses, recognized by lenders and investors as capital investment.
- To finance research and development, prototypes and difficult to finance activities.

### Small Business Loans Association Enterprise and Guarantee Programs

- Four or more individuals, partnerships, co-operatives or corporations that form a Small Business Loans Association are eligible for SEDCO assistance.
- Enterprise Program – the Small Business Loans Association provides business development opportunities to non-traditional entrepreneurs by making loans to smaller businesses.
- Guarantee Program – the Small Business Loans Association provides loan guarantees for new businesses.

## Property Services

### Sale and Lease Alternatives

- Outright purchase (which does not obligate a client to SEDCO financing).
- Agreement to purchase with negotiable terms.
- Lease-purchase option allowing principal payments made during the leasing period to be applied to the purchase of the property.
- Lease of land and buildings.

### Industrial Parks

- Reasonably priced and serviced industrial parks and sites.
- Available for sale in Battleford, Buffalo Narrows, Creighton, Cut Knife, Humboldt, Leader, Moose Jaw and Shaunavon.

### Regina and Saskatoon Parks

- AgriPlace Business Centre, Saskatoon, for businesses serving agriculture.
- Holiday Park Industrial Centre, Saskatoon, for high technology and light industrial companies.
- Innovation Place, Saskatoon, a research park for organizations active in advanced scientific and technological programs.
- North Regina Industrial Park, for heavy industry.

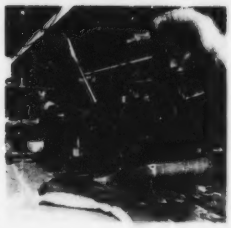
For more information about any of SEDCO's programs or services, contact the SEDCO office nearest you. Addresses and phone numbers are listed on the inside back cover.

## The SEDCO Difference

SEDCO has made a difference. Its broad range of flexible programs has opened doors for many clients, giving them a chance to start up or expand their businesses. Without SEDCO support, many of these companies would have had no chance at all. With it, they are transforming Saskatchewan.

SEDCO succeeds only if its clients succeed. Over the years, the vast majority of them have succeeded. Manufacturers, food processors, retailers, companies in transportation, tourism and other service industries. . . all these and more have taken their place beside our traditional agriculture- and resource-based industries. They are broadening the base of Saskatchewan's economy.

SEDCO's files contain thousands of success stories. Those that follow – some present clients, some former clients – represent the variety of companies and communities with which SEDCO becomes involved.



Clothing manufacturing is not usually associated with Saskatchewan, but Actionwear Saskatoon Ltd. manufactures a complete line of industrial outerwear, for both winter and summer, as well as recreational ski wear. This unusual company began in 1974, with SEDCO's assistance.

Since 1974, Actionwear has matured into a major factor in the needlework industry. A pivotal period for the company was the 1979-80 expansion and relocation to its 1,860-square-metre facility near the Saskatoon Exhibition Grounds; a relocation achieved with financial assistance from SEDCO. The resulting boost in efficiency made Actionwear more competitive.

Teamwork is the order of the day at Actionwear. The factory floor is divided into six sections, and each section's specialized team works independently on one particular type of garment. This efficiency, coupled with expertise, accounts for the company's favorable competitive position in Western Canada.

Growth has continued in recent years. The company added a 560-square-metre warehouse in 1988. Actionwear's 150 styles of summer and winter outerwear are sold in 1,400 retail stores from the Northwest Territories and Yukon to the Lakehead.

## ACTIONWEAR SASKATOON LTD.

**Saskatoon**

**Chief Executive Officer:**
**Al Reaser**

**Founded: 1974**

**Number of Employees: 100**

**Primary Product:**
**Industrial Clothing**
**and Recreational Ski Wear**

Local people have taken rural diversification into their own hands in the Moosomin area. Three rural municipalities – Moosomin, Martin and Rocanville – and five towns – Fleming, Moosomin, Rocanville, Wapella and Welwyn – have banded together to form the Gateway Small Business Loans Association. The purpose of the association is to diversify and boost the local economy by lending money to small businesses.

Like many Small Business Loans Associations throughout the province, the Gateway association was formed under SEDCO's Small Business Loans Association Program. SEDCO provides interest-free, revolving lines of credit, up to a maximum of $50,000 for each association. The association lends money directly to its clients, up to $5,000 per client, at terms established by the association.

Administrator Don McLeod is very enthusiastic about the Gateway Small Business Loans Association. His enthusiasm reflects that of client businesses, which include electrical contracting, portable toilet rentals and liquid waste removal, a craft and gift shop, tool and equipment rentals, slush and popcorn machine rentals, family arcade and billiards, a quilt and curtain maker, a custom hauler, a tack shop and a grocer who is expanding.

McLeod says the program has been great for his clients. It's working. It's creating jobs.

## GATEWAY SMALL BUSINESS LOANS ASSOCIATION

**Moosomin**

**Administrator: Don McLeod**

**Chairman: Bill Thorne**

**Founded: 1989**

**Primary Product:**
**Loans to Small Businesses**

In 1982, the Indal Metals Division of Indal Limited – then known as the Westland Metals Division – decided to invest in Saskatchewan. The division already had a strong base of operations in Vancouver, Calgary and Edmonton and it had been in the Saskatchewan market since 1978, with a sales representative in Saskatoon.

By 1982, the Saskatoon operation had grown so rapidly that it had already moved twice. It needed a building of its own. The division purchased land and built a 910-square-metre manufacturing and office facility. Through continuing growth, several expansions and SEDCO co-operation, that facility has now reached 2,460 square metres.

Today, the division's Saskatoon plant plays a significant role in Western Canada's agricultural and construction industries. It manufactures four major product lines: industrial roofing and siding, agricultural roofing and siding, grain storage products and a metal soffit system. The plant has its own drafting, sales and installations departments, as well as manufacturing.

Westland Metals, a Western Canadian company, was formed in 1962. It became a division of Indal Limited in 1964. The current Indal Metals Division was formed in 1988, when two Indal divisions, Westland Metals and Eastland Metals, Mississauga, were amalgamated.

## INDAL METALS, A DIVISION OF INDAL LIMITED

**Delta, Edmonton, Mississauga, Saskatoon**

**President: Richard Benson**

**Founded: 1962**

**Number of Employees: 30-50 (Saskatchewan)**

**Primary Product: Roofing, Siding, Soffit Systems, Grain Storage Products**

A new Saskatchewan company is carving a niche for itself in the international agricultural market place. Olson Ag-Innovations, Inc., with manufacturing facilities in Tompkins, has established markets for its Power Pin in Western Canada, the United States and Australia. SEDCO has played a role, through the Participating Loans Program, by helping to provide start-up funding.

The Power Pin is a prefabricated attachment that can be permanently mounted on the hitch of several types of farm tractors. Once the Power Pin is mounted, it becomes much safer, easier and faster to hook up to an implement. The operator backs the tractor up to the implement, lines up the hole in the drawbar with the hole in the implement hitch, and pulls a lever in the tractor cab. This forces a steel pin through the holes, and the implement can be pulled away.

The product has won numerous awards for Olson Ag-Innovations, at agricultural exhibitions in Canada and the United States. And it has won contracts from major implement manufacturers. For example, a specially designed Power Pin is now being tested by Ford New Holland as a proposed attachment for Versatile four-wheel-drive tractors. In all, Olson Ag-Innovations manufactures five models of the Power Pin.

## OLSON AG-INNOVATIONS, INC.

**Tompkins**

**President: Brian Olson**

**Founded: 1988**

**Number of Employees: 6**

**Primary Product: Power Pin, an attachment that allows the operator to hitch an implement to a tractor without leaving the tractor seat.**

Inventronics Limited manufactures metal products – primarily cabinets – for electrical and electronic components. It began as a cottage industry in Brandon in 1970, and has grown steadily to its present size, with plants in Brandon, Moose Jaw (1981), and Edmonton (1988). Production area in the three plants totals 16,450 square metres.

Inventronics expanded into Saskatchewan when it acquired its 7,430-square-metre plant in Moose Jaw in 1981. SEDCC provided assistance for its early growth in this province.

Today, Inventronics is a public company listed on the Toronto stock exchange. Its products are used by public utilities, the telecommunications industry and the military. A substantial percentage of its sales is in export markets.

The latest CAD/CAM systems and manufacturing equipment allow the experienced Inventronics personnel to provide the best in service and quality. The company works with customers from prototype to production and is experienced in various cost reduction programs that benefit its customers.

The company's goal is to become a "partner" with its customers.

## INVENTRONICS LIMITED

**Brandon, Edmonton, Moose Jaw**

**President and Chief Executive Officer: Gary R. Thompson, P. Eng.**

**Founded: 1970 (1981 in Saskatchewan)**

**Number of Employees: 50 in Moose Jaw**

**Primary Product: Metal Cabinets and Racks for the Telecommunications and Electronics Industries**

Schulte Industries Ltd. grew out of a blacksmith shop founded by Casper Schulte three-quarters of a century ago. His son John joined the business in 1932 and became the sole owner a few years later. Throughout the 1940s, John Schulte's efforts turned increasingly to the manufacture of his own inventions. Two of them – a snowblower (1948) and a rockpicker (1958) – were so successful that the business was incorporated in 1964 as Schulte Welding and Manufacturing Ltd.

John hired his son Earl in 1965. In 1978, Earl became Vice President and Manager of Production. Meanwhile, a new marketing thrust had begun when John's son-in-law, Jim Carnago, formed Rockelator Sales Ltd., the company's sales arm. Rockelator Sales changed its name to Schulte Sales Ltd. in 1985, following the lead of the manufacturing arm, which had changed its name to Schulte Industries Ltd. in 1972.

Probably the biggest change for Schulte Industries came in 1976, when it moved into a new 2,790-square-metre production and office facility, with SEDCO's assistance.

Today, Schulte Industries Ltd. manufactures a diverse line of equipment for the farm, oil, industrial and commercial sectors of the economy. These products are sold throughout Canada and the United States, and in countries such as Australia, Italy, Saudi Arabia, Syria, Switzerland and Mexico.

## SCHULTE INDUSTRIES LTD.

**Englefeld**

**Chief Executive Officer:**
**Earl Schulte**

**Incorporated: 1964**

**Number of Employees: 50**

**Primary Product:**
**Rock Removal Equipment, Snowblowers and Roadside Mowers**

Points North Landing. Four-hundred and sixty kilometres north of La Ronge, it lies at the end of the highway on the eastern side of Saskatchewan. The truck stops here.

To the Saskatchewan businessmen who found this spot and developed it, the remote northern location represented opportunity. Its proximity to Stony Rapids, Black Lake, Fond-du-Lac and some important minesites make it especially attractive. In 1984, they formed Points North Freight Forwarding Inc. A thriving service business had begun.

From its airstrip here, Points North Freight Forwarding delivers freight and mail by air to northern communities. The company provides charter aircraft service to mines, exploration firms and outfitters. Time Air and Athabaska Airways provide scheduled service.

SEDCO assistance in 1989 helped the company to purchase needed equipment and make improvements to its airstrip, so it could better handle scheduled flights.

The company's biggest business is the sale of bulk fuels and propane to mining and exploration companies and tourist lodges. Points North Freight also provides accommodations and meals for 70 guests, rents heavy equipment and has shop facilities for equipment repairs.

## POINTS NORTH FREIGHT FORWARDING INC.

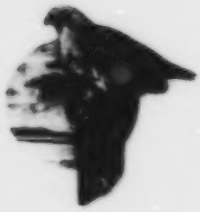
Saskatoon,
Points North Landing

President: George Eikel

Founded: 1984

Number of Employees: 40

Primary Product:
Fuel Sales, Freight and Mail Delivery to Northern Communities



With the possible exception of agricultural chemical companies, few businesses owe success to the grasshopper. Hanwood Woodworks is one of the few.

Woodworking had been Byron Hansen's hobby for a number of years, and, in the early '80s, he was becoming well known as a craftsman. Then he exhibited a piece – two grasshoppers pulling a sprayer – at Saskatoon's Mendel Gallery. It was the turning point. Public demand for his work grew, and Hansen went into the wooden giftware business in 1983. The grasshopper has been a symbol for him ever since.

The business grew steadily. In 1987, the company built a new building and added equipment. In 1988, Isabelle Gress joined Hanwood Woodworks as a partner, becoming its business manager. In 1989, SEDCO assistance enabled the firm to place an increased emphasis on marketing.

Today, Hanwood's handcrafted products are distributed by a firm with showrooms in Vancouver, Montreal and Toronto. Giftware, reflecting prairie and wildlife themes, is sold by gift shops throughout Canada and the U.S. Custom-made gifts and commemorative plaques are targeted to large corporations. Small tourist items, such as saskatoon berry lapel pins, are sold throughout Saskatchewan. Custom-made trophies are sold primarily in the local market.

## HANWOOD WOODWORKS

**Wilkie**

**Partners: Byron Hansen, Isabelle Gress**

**Founded: 1983**

**Number of Employees: 4 full-time, 4 cottage industry**

**Primary Product: Wooden Giftware, Plaques and Trophies**

Time Air, a progressive airline with more than 1,100 employees, has an exciting history spanning a quarter of a century. It began in 1966 with a Lethbridge-Calgary route. Today, Time Air serves a variety of communities in Canada's four western provinces and has expanded to include two U.S. hub cities – Minneapolis and Seattle. The company's head office is in Lethbridge. Technical and flight crews are based in Medicine Hat, Calgary, Edmonton, Grande Prairie, Vancouver, Victoria and Saskatoon.

Time Air expanded into Saskatchewan in 1987, when it acquired Norcanair. Norcanair inaugurated the successful Minneapolis service now provided by Time Air, and SEDCO's involvement helped establish this service. In 1985 and 1986, SEDCO assistance enabled Norcanair to purchase two of the F-28 jets used by the company on this route and others.

Time Air has a major maintenance operation in Saskatoon, as well as administrative and sales offices. Passenger service is handled on contract by Canadian Airlines. Time Air provides service from Saskatoon to Edmonton Municipal Airport, and operates as many as seven flights daily in the Regina-Saskatoon corridor. Service is also provided to Prince Albert, La Ronge, Points North Landing, Stony Rapids, Uranium City and various mine sites in northern Saskatchewan.

## TIME AIR LTD.

**Lethbridge, Alberta**

**President and Chief Executive Officer: Richard Barton**

**Founded: 1966**

**Number of Employees: 1,100; 100 in Saskatchewan**

**Primary Product: Transportation**

The Spiritwood Bakery, originally established in 1962, has been operated since 1987 by John McCullough and his wife, Linda. The McCulloughs originally leased the business from the former owners, who were retiring. In 1989, with SEDCO assistance, they bought it.

A full-service bakery, the business produces bread, buns, rolls, pastries and various specialty items, including bannock. All are sold in the retail shop.

The bakery business was not new to the McCulloughs. John has spent his entire working life as a baker, including nearly 20 years of experience before moving to Spiritwood. To succeed in a rural market, the McCulloughs have had to move beyond traditional over-the-counter bakery sales. For example, they operate a fast-food cafeteria in the bakery, serving lunch items such as subs, soup and sandwiches, or hamburgers and fries.

They have been especially successful, however, in the wholesale market. Wholesale customers include grocery stores, restaurants, concessions at lakes and hockey rinks in the surrounding area – including Debden, Big River, Sandy Lake and Leoville. This active wholesale business, John says, is approaching 70 per cent of Spiritwood Bakery's total sales.

## SPIRITWOOD BAKERY

Spiritwood

Owner Operator:
John McCullough
Owner Operator:
Linda McCullough

Founded: 1987

Number of Employees: 4

Primary Product:
Retail and Wholesale
Baked Goods

In 1981, the principals of Pioneer Optical Ltd. bought American Optical's Regina operation. Thus they established a major, independent optical laboratory. Today, this Saskatchewan-owned company, with its modern premises and up-to-date machinery, is an industry leader.

Pioneer manufactures prescription eyeglass lenses for optometrists, ophthalmologists and optical dispensers. It also handles some eyeglass frames and optical instrumentation. While most of the company's production is marketed in Saskatchewan, some is exported out of province.

SEDCO's involvement with Pioneer Optical came in 1981, with a loan that enabled the new company to move into modern premises.

Since 1981, Pioneer Optical has grown and thrived. In 1982, it opened a plant in Saskatoon. SEDCO did not assist in that expansion, but, says Secretary-Treasurer Jerome Getz, SEDCO's faith in the Regina operation gave the company the flexibility to expand.

President Don Kuhnie had 34 years of experience with American Optical when Pioneer Optical was formed. He and a trained, experienced staff brought their expertise to the new company. From the beginning, they established Pioneer's well-earned reputation for service and quality.

## PIONEER OPTICAL LTD.

**Regina, Saskatoon**

**President: Don Kuhnie**

**Secretary-Treasurer: Jerome Getz**

**Founded: 1981**

**Number of Employees: 26**

**Primary Product: Eyeglass Lenses**

Trailways Transportation Group Inc. provides school bus service to the Regina Catholic School Board and the Kerrobert School Division. The company also operates a highway charter service and a van rental business, as well as servicing and maintaining all its own vehicles.

School bus service has been the mainstay of the company's operations since Joseph Kazeil purchased Kitar Bus Service Ltd. in 1969. Kitar held the school bus contract for the Wakaw School Division. The company grew quickly from this base.

James Kazeil joined his brother in 1971, and the Kazeils started Western Superior Bus Sales Ltd., which serviced the Regina school bus and charter market. By 1973, they had formed Superior Transportation Ltd., to provide school bus service to the Kerrobert School Division.

In 1986, the Kazeils sold the Kitar operation in Wakaw and, at the same time, amalgamated their Regina and Kerrobert businesses under the new name of Trailways Transportation Group Inc.

The company has grown since its reorganization. In 1989, for example, with SEDCO assistance, Trailways Transportation Group expanded in the Kerrobert School Division, by adding a new terminal in Luseland and doubling its fleet size in Kerrobert.

## TRAILWAYS TRANSPORTATION GROUP INC.

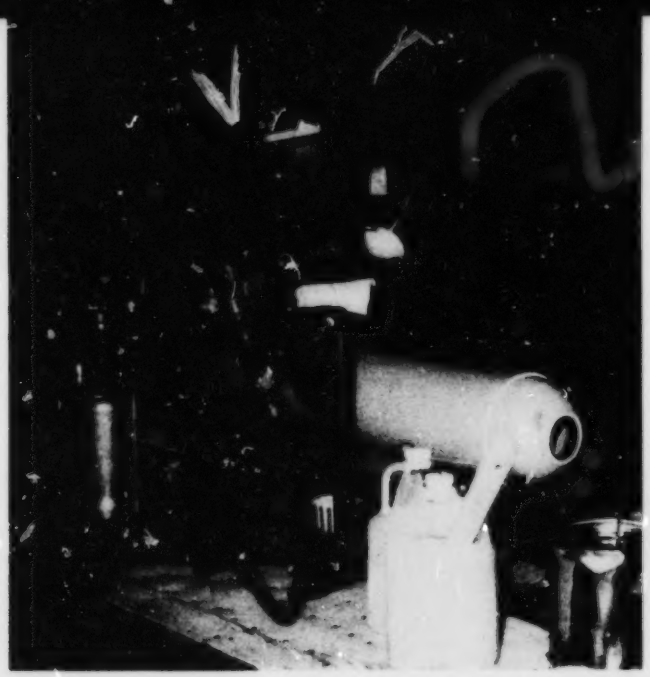
**Regina**

**President/General Manager: Joseph Kazeil**

**Founded: 1969**

**Number of Employees: 105**

**Primary Product: School Bus Service, Highway Bus Charters and Van Rentals.**



Water Conditioning Group Inc. has a history of rapid growth. The company's first building, leased premises, had 740 square metres of production and office area. In 1975, SEDCO provided financial assistance for the construction of a building at 555 Park Street. When the company became too big for those premises, SEDCO again provided financing for the 1987 relocation to the present site. That building, at 580 Park Street, has approximately 7,430 square metres of production and office space. The company also has warehouses in Coquitlam, B.C., Calgary, Alberta, Cambridge, Ontario, and Montreal, Quebec.

Since 1987, growth has accelerated. In 1989, the company acquired P & S Water Industries Inc., manufacturers of Duro pumps. Other subsidiaries include, but are not limited to, Darling Duro Inc., Montreal, which specializes in industrial water treatment and industrial pumps; Aquafine and Aquasoft retail water treatment stores in Ontario, Saskatchewan and Alberta; Water Group Canada Ltd., which manufactures and sells domestic pumps and water conditioning products; Trupar, of Dayton, Ohio, which manufactures and sells pumps; and Water Conditioning Inc., Lincoln, Nebraska, and Charlotte, North Carolina, which assembles and sells water treatment products.

Today, Water Conditioning Group Inc., with headquarters in Saskatchewan, is the dominant force in the water-handling industry in Canada and a major player in the North American industry.

## WATER CONDITIONING GROUP INC.

**Regina**

**Chief Executive Officer: Donald G. Fettes**

**Founded: 1968**

**Number of Employees: 500**

**Primary Product: Manufacturer and Distributor of Water Treatment Equipment and Water Pumps for Residential, Commercial and Industrial Markets**

## LEADER INDUSTRIAL PARK

**Leader**

**Bringing Industry to Rural Saskatchewan**

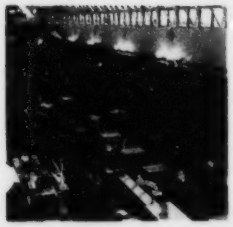
**Developed by SEDCO and the Town of Leader**

The Town of Leader wanted to attract industry to its community but lacked the financial resources to build the necessary industrial sites. SEDCO was invited to help. Leader qualified for assistance through the Corporation's Community Industrial Parks Program. One of the program's objectives is to decentralize industry, contributing to balanced economic growth within the province by encouraging industry to locate in rural areas.

Leader's 13-acre industrial park is the product of co-operation between SEDCO and the Town. For its part, Leader waived some costs incurred before development and installed roads and culverts to ensure that the final price of land was kept within a marketable range.

SEDCO provided development assistance and servicing with electricity, natural gas, water, telephone and gravel roads.

Most of the 21 lots in Leader Industrial Park have been sold. Consequently, the Town of Leader is considering expansion of its industrial park, to provide further opportunities for economic development in the town.



Innovation Place, the most advanced research park in Western Canada, has gradually become the focal point of Saskatchewan's growing advanced-technology industry. As such, it expresses SEDCO's mandate to stimulate and diversify traditional Saskatchewan industries.

Innovation Place is a vital advanced-technology community providing benefits to all of Saskatchewan. More than 45 tenant organizations – 70 per cent of them in the private sector – are involved in applied research in a variety of fields. These include aerospace, agriculture, biotechnology, communications, computer hardware and software, fisheries, wildlife and hydrology.

Innovation Place occupies a 78-acre site adjacent to the University of Saskatchewan in Saskatoon. Since construction began in 1977, Innovation Place has grown to include 10 buildings and 57,620 square metres. Space was virtually 100 per cent occupied in 1989, when construction of an eleventh building began. It will add 9,940 square metres of laboratory and office space.

Innovation Place has created an environment for companies wanting to participate in the future. The qualification for residency is that the company be involved in research and development, with the accent on development.

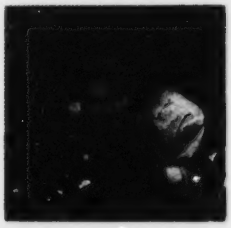
## INNOVATION PLACE

**Saskatoon**

**Western Canada's Most Advanced Research Park**

**78 Acres Adjacent to the University of Saskatchewan**

**Major Tenants Include:**
**Saskatchewan Research Council**
**Plant Biotechnology Institute**
**National Hydrology Research Centre**
**SED Systems**



In the mid-1980s, Trevor Warkentin was looking for a business in which to get established. He liked the idea of being his own boss and of having a better earning potential than he did as an employee. His employer suggested that the formal wear business held promise in the Battlefords market. Warkentin agreed.

In 1987, he and a partner, Rob Schmidt, formed R. T. Formal Wear (1987) Ltd. and opened a store in North Battleford. SEDCO helped to finance the new venture through the Youth Entrepreneur Program, which is especially designed to help young entrepreneurs, 18 to 30 years of age.

R. T. Formal Wear specializes in tux sales and rentals. The business is unusual in that it owns all of its own inventory. Many rental firms in the Battlefords-Lloydminster area depend on a central supplier.

With the North Battleford store well under way, R. T. Formal Wear opened a second store, in Lloydminster, in 1990. The response there has been good. The business has potential for future growth. In fact, Warkentin believes that current market trends are quite favorable. Graduations and weddings have become more formal, yet most people hesitate to buy formal wear for one-time use. It's a natural situation for rentals – the mainstay of the business.

## R. T. FORMAL WEAR (1987) LTD.

**North Battleford, Lloydminster**

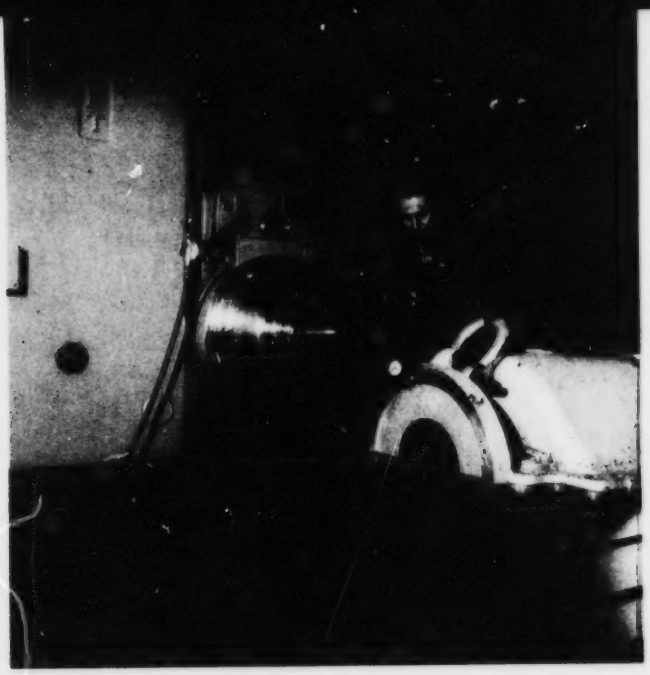
**President: Rob Schmidt**

**Vice President: Trevor Warkentin**

**Founded: 1987**

**Number of Employees: 4**

**Primary Product: Tux Rentals and Sales**



Carl Jarcan, President and Manager of Croatia Industries Limited, has found opportunity in Saskatchewan ever since he came here from Croatia in 1968. Trained as a machinist and draftsman in his native country, Jarcan worked in a Saskatoon machine shop from the time he came to Canada until he resigned in 1976 to establish Croatia Industries. Through attention to quality, marketing and cost control, he has built a successful and profitable business that has grown consistently.

In 1980, with SEDCO assistance, Croatia Industries undertook a major expansion, building a 780-square-metre facility in Saskatoon's northern industrial area. In 1987 it expanded again, increasing shop size to 1,160 square metres.

Croatia Industries is known chiefly for custom machining and for designing and producing special equipment for the potash and uranium industries. Recently the company has expanded into the electrical generating industry, repairing and manufacturing components for turbines.

Saskatchewan has been good for Carl Jarcan. And he has been good for Saskatchewan. His business has created good jobs for nine people. The future is promising.

## CROATIA INDUSTRIES LIMITED

**Saskatoon**

**President and Manager:**
**Carl Jarcan**

**Founded: 1976**

**Number of Employees: 9**

**Primary Product:**
**General Machining;**
**Products for the Mining and Electrical Generating Industries**

Spar Group had an obscure beginning in the basement of the Sparling family's rented Vancouver home, in 1962. There they packaged fasteners and hardware from foreign manufacturers. As Canadian distributors, the Sparlings laid down a national network. This distribution system positioned them to make their own hardware and displace the imports they had packaged.

In 1974, Spar opened its first manufacturing plant, in Vancouver, as Threadfast Manufacturing Ltd. The business had become a fully integrated manufacturer, packager, and distributor.

Soon the business outgrew the Vancouver facility, and with SEDCO assistance in 1982 the Saskatchewan plant opened in Swift Current. All manufacturing, packaging and distribution moved to the new plant. Increased business and new product lines led to a 2,000-square-metre expansion adjacent to the 1982 building. SEDCO participated in the 1987 construction of that facility.

Spar Group manufactures nearly a dozen lines of fasteners and builders' hardware in Swift Current, including Spar-Pak, Buildrite, Hangrite, Threadfast and more. The company has continued to expand with the recent purchase of the Manufer brand, a private label packaging operation for Le Groupe Rona, a retail hardware franchise operation in Quebec. Manufer fasteners are manufactured in Swift Current and packaged in Montreal.

## THREADFAST MANUFACTURING LTD. (TIA Spar Group)

**Vancouver, Swift Current**

**Chief Executive Officer: Lance Sparling**

**Founded: 1962**

**Number of Employees: 150 (Saskatchewan)**

**Primary Product: Fasteners and Other Lines of Hardware for the Retail Market**

As a result of his interest in flying, Len Jackson has developed a product that's taken off in the agricultural marketplace. Jackson's company, Eastern Air Supplies, manufactures a grain hopper strap which is descended from an airplane tie-down strap he invented in 1984. The product is distributed by Saskatchewan Wheat Pool outlets in Saskatchewan and by United Farmers of Alberta stores in that province.

The original airplane tie-down strap replaces ropes and eliminates the necessity for tying knots. It consists of a polypropylene strap, snap hooks and a quick-release buckle that is self-locking after being pulled to tension. Jackson has dealers for this product in Saskatoon and Edmonton, but the market is limited.

Enter the spin-off. The grain hopper strap, an adaptation of the tie-down strap, has proven to be superior to other hopper straps on the market: it doesn't rust, and it's not as susceptible to sun rot. Because it's so easy to use, the strap has found other uses: cargo tie-down, for example.

Jackson commissioned a professional market potential study, with the help of a SEDCO Enterprise loan obtained from the Assiniboine Plains Rural Development Corporation. The corporation is a Small Business Loans Association.

## EASTERN AIR SUPPLIES

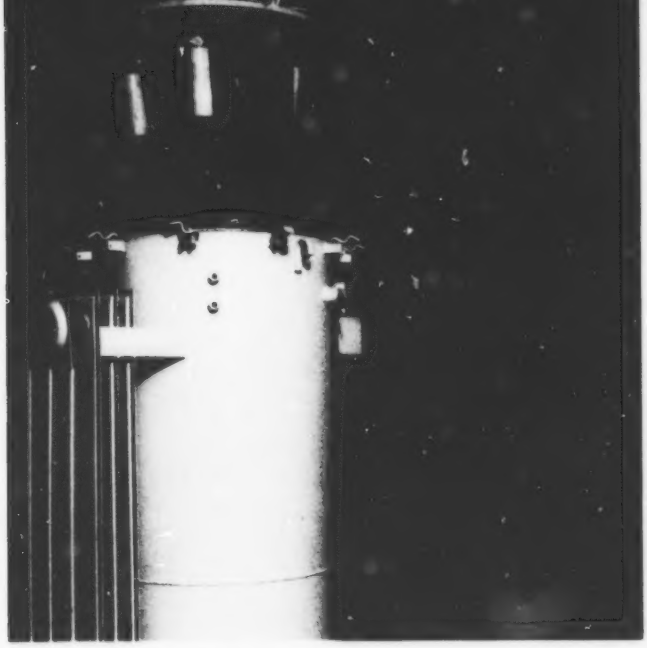
**Canora**

**Owner: Len Jackson**

**Founded: 1984**

**Number of Employees: 4**

**Primary Product:**
**Airplane Tie-Down Straps;**
**Grain Hopper Straps**



When Partner Technologies Incorporated (PTI) was formed in January, 1989, the company expected to employ five or six people. Scarcely a year later, the number of employees had risen to 20 and the firm had already diversified.

PTI began by maintaining and repairing electrical apparatus for utility markets – including transformers, oil circuit reclosers, and voltage regulators.

Now, in addition to repair work, the company has begun manufacturing transformers for Sask Power's overhead and underground electrical distribution systems. President Caron Hopfner says that PTI also has been able to save money for Sask Power by salvaging overhead transformers and retrofitting them for underground use.

SEDCO assisted in PTI's success with property services. PTI is leasing its facilities from SEDCO, with an option to buy.

While PTI's first customer was Saskatchewan Power Corporation, other Saskatchewan utility companies are included in the company's customer base. Expansion into the Western Canadian market is under way. Future plans include national and international operation.

## PARTNER TECHNOLOGIES INCORPORATED

Regina

President:
Caron Hopfner
Vice-President:
George T. Partyka

Founded: 1989

Number of Employees: 20

Primary Product:
Manufacture, Service and Repair of Electrical Apparatus for Utility Markets

A Saskatchewan business with roots that go back more than 60 years is poised to take advantage of new Western Canadian and international markets.

Harvest Meats, established in 1928 as a small butcher shop in Yorkton, has expanded many times over the years. With SEDCO assistance, it completed another expansion program in 1990, a 3,700-square-metre facility, nearly three times the size of the one it replaced.

President and General Manager Kenn Propp, grandson of the founder, says the new plant will enable Harvest Meats to more than double its production, allowing it to increase its marketing efforts in Western Ontario and the four Western provinces. Potential growth in the Western Canadian market and Pacific Rim countries is excellent.

The quality and uniqueness of Harvest Meat products have made them successful and give them an advantage in export markets, says Walter Bauer, Vice President and Sales Manager. The company uses a hot-skinning process for pork, which makes a high quality fresh product with better shelf life. Harvest Meats is the only Saskatchewan producer of European-style dry and semi-dry sausages. The company's premium product line also includes black forest ham, liverwurst, bologna, head cheese, wieners, salami and many other cured meats.

## HARVEST MEATS

Yorkton

President and General Manager: Kenn Propp
Vice President and Sales Manager: Walter Bauer

Founded: 1928

Number of Employees: 70

Primary Product:
Cured and Smoked Meats, Including Dry and Semi-Dry European-Style Sausages

When Spiritwood Acres Golf Course opened to the public in 1985, it was the realization of a dream for President Barrie Spilchen. Good Spirit Lake had needed more cottage lots, he reports, and a golf course, too. He and his wife decided to develop both: the lots through their company Barleen Developments Ltd., and the golf course through a separate company.

SEDCO helped bring the dream to life, with assistance which was used to complete the course and build the club house.

Spiritwood Acres Golf Course, adjacent to Good Spirit Provincial Park, attracts local residents, cottagers and vacationers from May 1 to the middle of October each year. These golfers appreciate the well-maintained, lush, and well-treed course.

All greens, tees, and fairways are watered each night. The course is constructed in mature bush, with good-sized trees all around. Fairways were worked into the existing topography, giving Spiritwood Acres the appearance of a long-established course – and adding challenge to the play.

## SPIRITWOOD ACRES GOLF COURSE

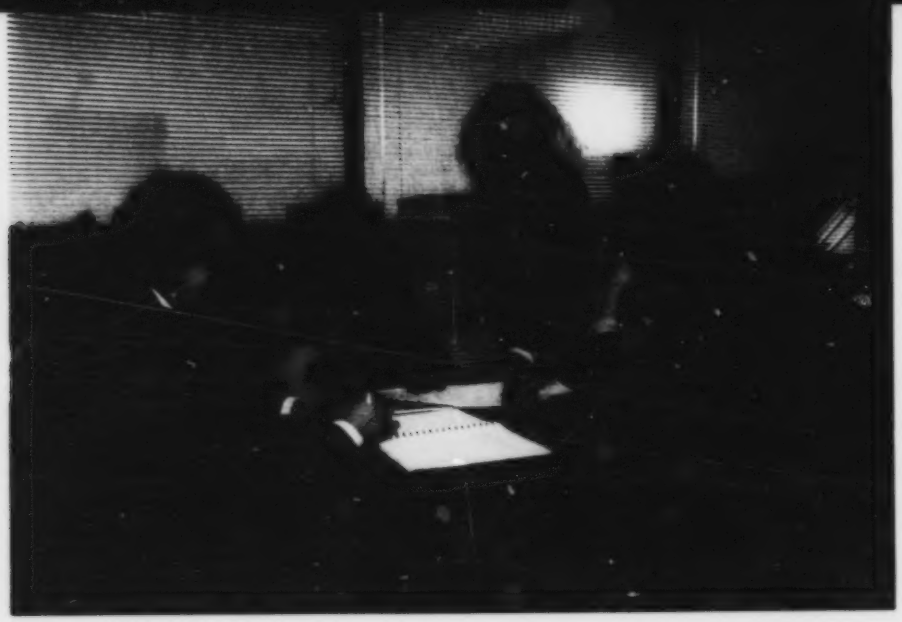
**Good Spirit Lake**

**President: Barrie Spilchen**

**Founded: 1984**

**Number of Employees: 5**

**Primary Product: Entertainment and Recreation**



## For More Information

Get in touch with the people in your closest SEDCO office to discuss your ideas or proposals.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